

5 October 1951

MEMORANDUM FOR: THE DIRECTOR

SUBJECT: Report on Coordination

1. At the end of a year's experience in CIA I have tried to reassess our position with respect to coordination and to indicate insofar as one can the coordination problems the Agency should address in the year ahead. For this purpose the following lists are attached:

TAB A: Major problems on which O/IC is now working.

TAB B: Major problems of current concern of which we are aware but in which, for whatever reason, O/IC has not been participating.

It is of course expected that other problems will arise from time to time which are not now foreseen.

2. In order to evaluate the progress the Agency has made in coordination during the past year, to provide some indication of the rate at which such developments occur, and to show that the coordination process also involves the careful handling of a multitude of small and sometimes urgent problems, I have attached two more tabs:

TAB C: Major problems which have been satisfactorily adjusted during the past year, whether with O/IC assistance or not, and

TAB D: Minor problems which have come to the attention of O/IC and have been satisfactorily adjusted during this period.

3. The experience of the past year has confirmed the validity of the principles of coordination on which we have been operating.

a. CIA must achieve coordination (short of the NSC) by leadership, stimulation and persuasion.

b. The primary role and expert knowledge of the agency substantively responsible for a particular problem should be recognized.

c. Actual coordination on specific problems should be decentralized whenever possible to the individual offices and agencies having functional responsibility.

d. The DCI however retains a general supervisory role over all the coordination processes. AD/IC is responsible for assisting the DCI in this role.

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- e. The effectiveness of coordination depends on the relations of the intelligence chiefs themselves, particularly in the IAC.
- f. In order to solve relationship problems a flexible, practical attitude is far superior to the legalistic, doctrinaire approach.
4. O/IC's operations to date reveal a pattern in the handling of coordination problems which sheds some light on the functions of the office. The main parts of the coordination process are as follows:
 - a. Finding the problem.
 - b. Defining it sharply.
 - c. Discussing it freely and in a friendly way with the parties concerned--separately or together.
 - d. Formulating a draft recommendation.
 - e. Further discussion and persuasion.
 - f. Agreement or decision.
 - g. Implementation--involving the slow changing of attitudes.
 - h. Periodic checking to be sure the arrangements are in fact satisfactory.
5. An examination of the foregoing shows that O/IC needs an intimate and timely knowledge of the level of performance of assigned functions in the intelligence community as well as developments involving relations between offices or agencies. We also seek to develop a keener appreciation of the issues, the climate, personalities and attitudes involved in such relations. Due in part to active encouragement from us, the various offices are developing an increased recognition of O/IC's present and potential role in the community. As this recognition improves, the information and opinions which we need will come increasingly to our attention.
6. There are two thoughts, however, which I should raise for your consideration: It is my opinion from working with the Assistant Directors and their staffs that coordination could be facilitated and improved if the Assistant Directors had a fuller awareness of the attitudes and circumstances surrounding interagency dealings conducted by the office of the DCI and his deputies. It would also be helpful if the AD's could be made to feel a greater responsibility for staff advice on problems of major concern to the Agency even though not directly related to their individual functional responsibilities.

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